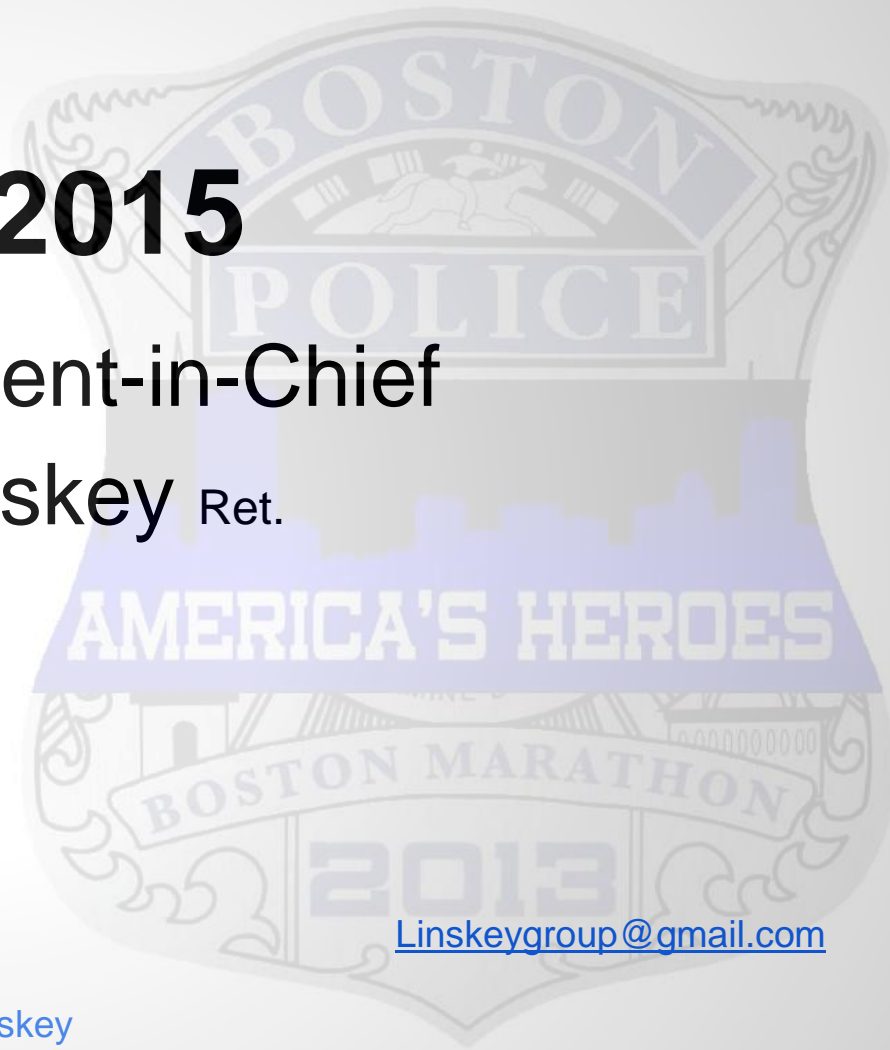




# 11/04/2015

## Superintendent-in-Chief

### Daniel Linskey Ret.



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# **Leadership Before During and After the Crisis**

Massachusetts Emergency Management  
MEMA 2015



Jerry Hurley my best friends dad the reason I became a cop

# Leading Before Crisis

Where are we?

What are we ready for?

What are we not ready for?

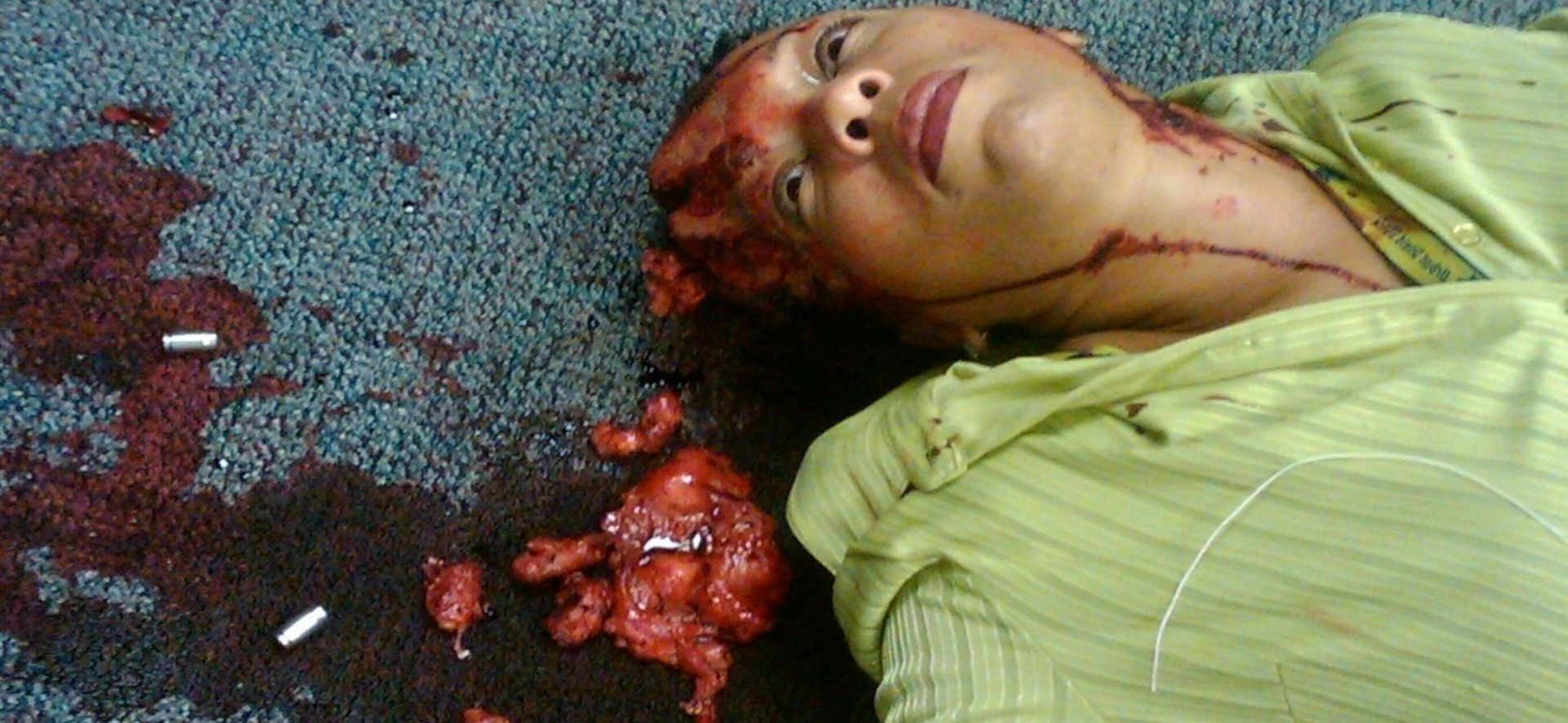
**Not What You Think I Want To Hear  
Where Are We Really?**

Not Where You Think

**But The Budget**



# Murder of Jane Doe November 2013



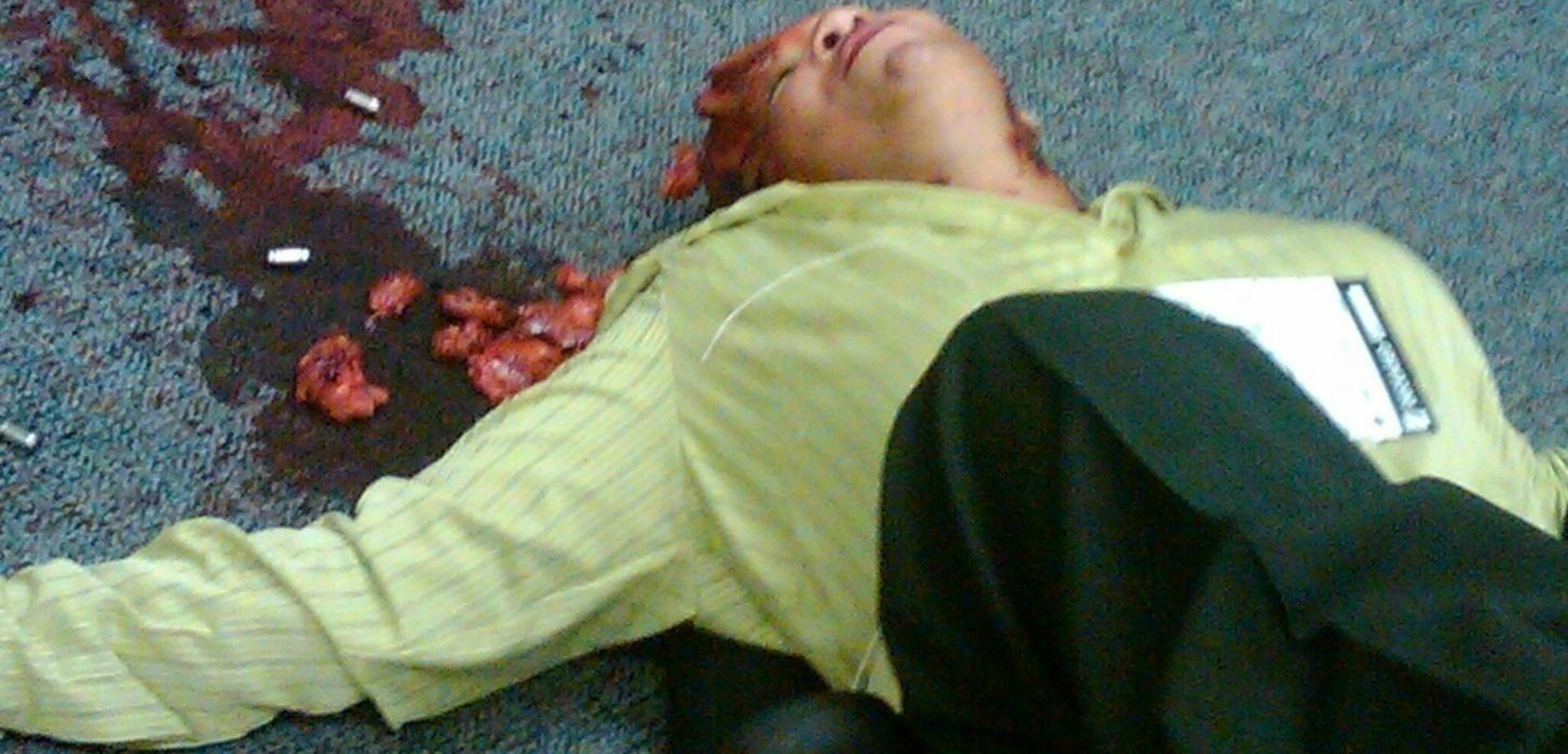


# 360\* of Jane Doe Homicide





She's Fine I Did It to Her



# How do we address our short comings

Ignore, Hope, and Prey or  
Dig in and let the Genius's fix it



# Not These Geniuses





# These Evil Geniuses





**You have to prepare *your self*  
before preparing your Team**

# **Who Said This About Leadership ??**

**“The best way to learn leadership is to lead.”**

**Who Said This About Leadership ??**

**“The best way to learn  
leadership is to lead.”**

**I did**



**Daniel Linskey**  
@ChiefLinskey

The best way to learn leadership is to lead  
Author me



11:35 PM - 17 Oct 2013



Reply to @ChiefLinskey

Trends

#FIFA #QueensSpeech Tony Blair Rick Santorum Hard Knocks #DAAC Malcom Brown  
#Replace1DSongsWithNiallsHat Bobby Portis #NEDMA15



# **Ok it's time to be a leader how do I do It?**

They will teach me in  
Sgt. School

Leadership must be  
taught in Lt. Training  
I need to take a  
college course.

Where is the right  
seminar?

Leadership must be  
taught at the Harvard  
Kennedy School  
right?

They must have it at  
the Harvard School of  
Public Health

Is The FBI Academy  
the Place?

# A Quest for Leadership

- Police Promotional Tests
- Maybe it's OJT
- Lots of Crime Scenes
- Lots of Situations
- Watching great leaders
- Watching terrible leaders

# Leadership is Easy Except for the People

Parris Island Marine Corps v. Quantico OCS

Knowing your role v

Knowing and Developing the Roles of Others

# Meta- Leadership

The Meta-Leadership framework and practice method has been developed by faculty at the NPLI after extensive research on and observation of leaders in high-stress, high-stakes situations. It is designed to provide individuals with tools that are conceptually and practically rigorous so that they are better equipped to act and direct others in emergency situations. Meta-leadership is currently being used by leaders in the fields of homeland security, emergency preparedness and response, and public health in the public, private, and non-profit sectors.



**Who would You Define as Great  
leaders?**

# Meta Leaders

President Washington

President Lincoln

Rudy Giuliani 9/11

George Bush

Warren Buffett

Gen. Joe Dunford USMC

Geoffrey Canada Harlem Children's  
Project

Fred Smith Fed Ex

Coast Guard Admiral Thad Allen

Katrina Response, Deep Well

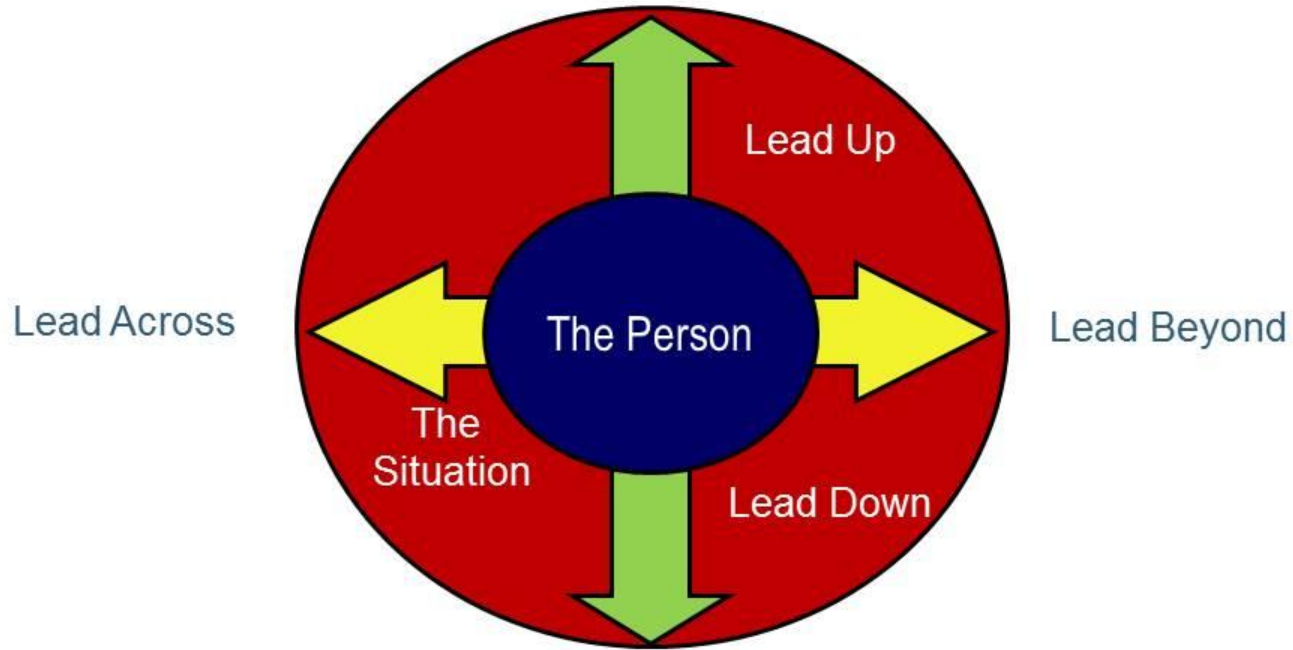
Horizon

Sgt Det. Dan Keeler

## Leadership From A Friend Of Mine

Marine Commandant. Dunford tells Fortune his first battalion commander told him the three rules to success. The first? Surround yourself with good people. "Over the years," says Dunford, "I've forgotten the other two."

# THE DIMENSIONS OF META-LEADERSHIP



# **What's the difference leaders lead ? Don't They ? Do They?**

META-LEADERS think and perform differently. By taking a holistic view, they intentionally link and leverage the efforts of the whole community to galvanize a valuable connectivity that achieves unity of purpose and effort.

# The Outlaw Josey Wales

**THE PERSON:** Meta-leaders develop high self-awareness, self-knowledge, and self-regulation. They build the capacity to confront fear and lead themselves and others out of the “emotional basement” to higher levels of thinking and functioning.

**THE SITUATION:** With often incomplete information, the meta-leader maps the situation to determine what is happening, who are the stakeholders, what is likely to happen next, and what are the critical choice points and options for action.

**CONNECTIVITY:** The meta-leader charts a course forward, making decisions, operationalizing those decisions, and communicating effectively to recruit wide engagement and support. The meta-leader navigates the distinct dynamics and complexities of leading four facets of connectivity:



# Going to the Basement

GOING TO THE “BASEMENT” During a high stress or crisis situation, the reptilian portion of the brain – the “amygdala” and its survival instinct - assumes control. Under such circumstances, the meta-leader guides people and their actions toward the “TOOL BOX” of pre-determined policies and protocols, and having done so, is then able to see a broader purview and direct a wider strategy and direction of activity.

**“It Sucks to Be It”**

# Tag Your It

Why Me????



Leading By Example Thank You for What You Do.

OCT 28 1991

# BOSTON HERALD

WEDNESDAY, OCTOBER 28, 1991  
TV PAGE 46  
LIT/REVIEW PAGE 28

## Bomb blast kills police officer



### Roslindale explosion also injures 2nd cop

By MICHAEL HEWITT, L. KIM TAYLOR and MICHAEL FORD

A member of the Boston Police Department was killed, another was seriously injured, and a second was seriously injured when a bomb blast ripped through a Roslindale neighborhood Sunday night.

Josephine Blawie, 36, a 22-year veteran of the force, was killed.

Turn to Page 4

### Violence shatters a cozy neighborhood

By PETER DELANEY

What is now a scene of rubble in the quiet, tree-lined Roslindale neighborhood was once a place of peace and safety. Sunday night, however, it was a scene of violence and death.

e Boston Glo

# We Are All Going to Die





# Family First



# IT's My Fault I Dropped the Ball





# Leading In the Crisis

- Two Faces of the Boss
- It's About Breaking Bread not Business Cards
- Bad Information
- False Bombs
- False Active Shooter
- False Evidence
- Don't Believe It
- Bad Communication

**But I Want To Believe It**

# **Give Me Solutions Not Procedures**

You Told Us Too  
Tactical Loitering



# Naked Man





**It Isn't Over Till The CISM Team Says  
It Is**

**Recovery Is a Marathon Not A  
Sprint**

# Questions

# Meteorite are you \$%&\*(%\$ ME

## 2/14/13



The object was undetected before its [atmospheric entry](#), in part because its radiant was close to the [Sun](#). Its [explosion created panic among local residents](#) and [about 1,500 people were injured seriously enough to seek medical treatment](#).

